Performance Appraisal Review System (PARS) and Interim Performance Management System (IPMS)

The Civilian Performance Management System, or how to write an eval in 60 minutes or less

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Performance Management

Guiding Reference is NMCSDINST 12430.2A

PARS used for GS-1 through GS-11 grades

We will focus on the PARS System and format

Our Objectives for Today

- HOW TO WRITE, not what to write in PARS or other evaluation tools
- DIFFERENTIATE job performance behaviors, traits, or “excursions from required norms.”
- LEADERSHIP needs to show through everything we are doing – everyday interactions, writings, verbal guidance, etc.
- AVOID THE MINUTIA and micro issues – Be a Macro Manager when doing PARS.

“Mirror Rule” of Evaluations

- The traits and expectations used as measures in an evaluation turn into lessons for subordinates.
- Be mindful of positivity (or lack of!) within your comments.
- Learned vs. Genetics – Good Leadership traits are taught and learned, not “born with it.”
- If we want good future leaders, show subordinates what one looks like and acts like!
- Create a work environment that is positive and reinforcing

Not everyone aspires to lead, but everyone wants to be led by skilled and respected leaders. We can make good subordinates as well as good leaders.

Long Term Objectives of Evaluations, or **How to Sustain/Improve Productivity**

- Build Trust
- Accentuate the positive
- Redirect the negative

Leadership Expressed in Words

or How does “What I Do” cross over into PARS

Well Done

- Behaviors that we “shine a light on” will grow
- What we don’t accentuate, withers away from memory
- When things are going right, SAY SO! And be specific…. Both verbally and in PARS

Gotcha

- Catching someone doing something wrong.
- Mistakes - Redirection, or a negative response?
- Focus on, or “highlighting” negative behaviors will guarantee its

Creating an Environment

Like This?

- Positive

Remove barriers to forward thinking and decision-making.

Encourage and support “ground floor” problem solving and independence

Make clear to all staff regarding the basic rules and policies by which there is no room for deviation

Or,

Like This?

- Negative

Reprimand or punish for decisions not made by you.

Complain about or openly discuss individual problems or personnel issues.

Inconsistent interpretations of what are intended to be predictable and invariable workplace references.

PARS Grading – Interim/Midyear

- Simple – Only 2 grading choices

  Meets Standards

  Does Not Meet Standards

Feedback for Midyear is not required, but recommended for D N M S

PARS Grading – End of Year

- Still Very Simple – Only 2 choices

Acceptable – Consistently performs to an acceptable standard. All critical elements must be "*meets standard*"

Unacceptable – Overall performance fails to meet established measures AFTER the employee has been given the chance to improve with PIP. One or more critical element "*does not meet standard*"

PARS are <u>not</u> Novels

- Not the same structure and expectation as Active Duty evaluations requiring lengthy prose…
- Simple and concise comments, but with real content. Avoid “Puff and Fluff”
- Each evaluated performance measure/critical element deserves thoughtful comment
  - Midyear PARS sometimes needs guidance statements

- End of Year PARS sections cannot be left blank.

Make a few sentences really count!

…and now The Words…

Reward Progress –

- Mr. X has achieved a 95% accuracy rate in his…
- Ms. Y has successfully completed additional…
- As a member of Team 1, Ms. Q contributed substantially in meeting all goals on time…
- Mr. Z has voluntarily filled in and supported his co-workers during an unexpected…
- Ms. A received more positive customer comments than any other employee on our team…

…more Words…

Pointing in the desired direction

- Mr. X has overcome some early errors and is successfully achieving a …
- Ms. Y continues to show improvement in …
- Mr. Z has completed a re-training program and has measurably improved his…

Reading References

- ***The Leadership Engine***, Building Leaders at Every Level, by Noel M. Tichy, 2007 (Rapid-Read Handbook or Hard Cover)

- ***Whale Done!***, The Power of Positive Relationships, by Ken Blanchard, Ph.D., 2002

- ***1501 Ways to Reward Employees***, by Bob Nelson, Ph.D., 2012

- Web Search – “performance evaluation writing guides”

Questions?

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